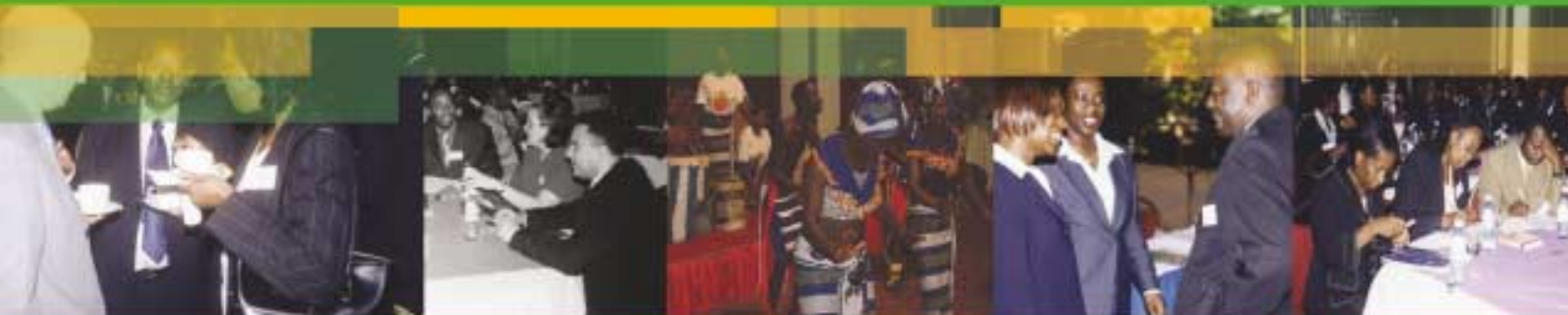


STRATEGIC SKILLS SEMINAR FOR AFRICA 2004

Participative review of best practices and policies aimed at strengthening performance, productivity and employment.



Nairobi Kenya 23rd and 24th March 2004



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Contents

Introduction	2
Background	3
Scope	3
Profile of delegates	3
Seminar Programme	5
Outputs from the conference	6
Overview on skills, labour and human resource development issues	6
Developing Skills in Africa	6
Using Information Technology to cost-effectively manage human resources	7
Diaspora Perspective	7
The Power of the Diaspora – Remittances	8
Recruitment and Skills Needs – Labour Market industry perspective	10
Gallup 12 questions that matter	11
What can governments do to encourage inward skills flow?	
How can they support mid-size business as the engine of growth?	11
Workshops	12
<i>Recruitment</i>	12
<i>Training</i>	12
<i>Skills</i>	13
<i>Productivity</i>	13
<i>Performance Management</i>	13
<i>Labour Policies</i>	13
Outcomes	14
Cutting the Gordian Knot of Local HR Applications by Oracle Africa	14
Acknowledgement and thanks to sponsors	16
TACK International's corporate profile	17
AfricaRecruit "Building robust and enduring productive capacity in Africa"	18
Findajobinafrica.com Africa's employment gateway	19
AfricaRecruit Human Resource Forum	19
Human Resource need architects, advocates and activists	22
It starts with strategic fit	22
Review HR capability	22
Train the HR team to understand their new roles and responsibilities	22
Review the HR strategic fit	22
Measure the return on the assets	22
Applying the principles of strategically led HR in Africa	23
AfricaRecruit Support	23
Seminar Workshop Evaluation	23
Areas you would have like covered	23
Additional comments	24
Key Recommendations	25
Next Steps	25



"In terms of human capital and potential, Africa remains the richest continent in the world. Developing and harnessing that talent is the key to the continent's development. The Strategic Skills Seminar for Africa marks an important step in that direction."

Introduction

AfricaRecruit is a programme of action to build robust and sustainable human resources and skills capacity throughout the African continent. The programme addresses two main factors: equity of access for both employers and jobseekers irrespective of geographical location, and strengthening the framework of human resources in Africa to enable the building and retention of skills at premium levels. AfricaRecruit addresses these two factors at individual, organisational and governmental levels to ensure that sustainable human resources management is effectively addressed. AfricaRecruit also acts as a forum and facilitator to the various African Diaspora initiatives aimed at contributing to the development of Africa with particular emphasis on human and financial capital.

- Improving access and framework
- The first programme initiated by AfricaRecruit was the successful inauguration, by Professor Wiseman Nkulu, Chairperson, New Partnership for Africa's Development (NEPAD) Steering Committee, of the Global Skills for Africa seminar and career fair in London, 12-13 March, 2003. Over 3,000 jobseekers and over 20 recruiting organisations attended this high profile event, which was covered by international and national media organisations (CNN Inside Africa, BBC World, Financial Times) and many others. To date, over 200 Africans have returned to Africa as a direct result of the event with many more in the process of recruitment. In addition, many others have been recruited as an indirect result.
- Strengthening the human resource infrastructure in Africa
- The Global Skills Seminar for Africa, held in Lagos, Nigeria 1-2 December, 2003, was attended by human resource directors from the public, private and non-governmental sectors; management consultants and recruitment agencies; African Diaspora representatives; members of local and central government; and policy and decision makers from a wide cross-section of organisations.
- The Strategic Skills Seminar for Africa, held in Nairobi, Kenya 23-24 March 2004, built on the success of the Global Skills Seminar for Africa and provided an opportunity for a participative review of best practices and policies to strengthen performance, productivity and employment.

Developing the continent's skills base has become a key objective of NEPAD.
"I see AfricaRecruit as an important and practical contribution to mobilising the professional skills required to make the New Partnership for Africa's Development work," . . . *President Olusegun Obasanjo of Nigeria*

Background

"We should start by considering all the means that can be used to attract the skilled African manpower that is scattered across the globe, so that they can come back and work for the common good of African peoples."

President Chissano

Speaking in April 2004, President Chissano of Mozambique stated that to win the socio-economic battle, Africa needs cadres who are highly skilled in technological and scientific areas. Unfortunately, too many of these key people are currently working in developed countries. Reversing that 'brain drain' is crucial for consolidating the economic progress that has been made in many African nations in recent years.

President Chissano argued that it is of vital importance to properly value the continent's skilled professionals. This requires providing them with working conditions, and salaries, which will lead them to prefer working in their own countries rather than emigrating. "With a better grasp of science and technology, with a little more capital used properly, and with our own natural resources, we would be well able to overcome many of the challenges that now face us," he said.

The role of human resources in the 21st Century is clearly stated in the strategic framework of the African Union (AU) Commission 2004-2007, which aims to offset the qualitative and quantitative human resources deficit in Africa. The framework states that there is a need for "a system of motivation to be put in place to make it possible to recruit and retain human resources from Africa and its Diaspora", and emphasises the need to promote human resources as one of the engines to ensure the continent's socio-economic development.

It is against this background that the Strategic Skills Seminar for Africa on behalf of The New Partnership for Africa's Development took place in Nairobi in March 2004. The Seminar had four principal objectives:

Scope

- To review the strategic role of human resource personnel in the development of Africa
- To review best practices in human resources
- To share issues, collaborate on ideas and disseminate best practices
- To develop an action plan of progress to move forward

Profile of delegates

Over 100 human resource directors, chief executive officers, management consultants, recruitment agencies and policy makers attended the two-day event. The following organisations were represented: Industrial Promotion Services; Bamburi Cement, Oracle, Findajobinafrica.com, Tack Africa, General Motors East Africa, Public Service Commission, Career Connections, New Vision Uganda, First Africa, Medical Research Council The Gambia, Phoenix of East Africa Assurance, Ministry of Establishments & Training Lagos Nigeria, Preferred Personnel, Microsoft, Safaricom, Profiles International, Kenya Commercial Bank, Internal Labour Organisation, American Life

Insurance Co, Blue Shield Insurance Company Ltd, Barclays Bank East Africa, British American Tobacco Kenya, World Vision, Ernst and Young, British American Tobacco, Kenya Revenue Authority, Deloitte & Touché, General Motors East Africa Ltd, Kenya Commercial Bank Ltd, Unilever, International Institute of Tropical Agriculture Nigeria, Standard Chartered Bank, International Organisation for Migration, Unilever Nigeria, ChevronTexaco East Africa, Kenya Revenue Authority, Higher Education Loans, NIC Bank, PriceWaterHousecoopers, Rising Sun, Nigerian Communication Commission, Pinnacle Training & Consulting, American Life Insurance Co, Save The Children and many more.

Over 50% of the attending delegates have a workforce of over 250



Seminar Programme

Day 1: 23rd March 2004

08.30-09.00	Registration
09.00-10.30	Opening Ceremony Welcoming Remarks Dr Lola Banjoko – Chair AfricaRecruit and Steve Shelley Tack Africa Statement by Director General International Labour Organisation East Africa Region Overview on skills, labour and human resource development, Mr Ali Ibrahim delivered by Ms. T. Smout, ILO Senior Programme Officer
	Keynote Addresses: Building a Continental Skill Base for Africa Mr Pete Ondeng – NEPAD Kenya
10.30	Tea Break
11.00	Developing Skills in Africa Issue: What can the various sectors do to build employment and capabilities and help tackle the challenges of rebuilding the economy? Mr Funtso Akinkugbe – Executive Director AfricaRecruit/Findajobinafrica.com
12.00	Workshop on various Human Resources packages sponsored by Oracle Desi Lopez Fafie Managing Director Oracle Africa
13.00	Lunch
14.00	Diaspora Perspectives: Perceptions and Perspectives of Professionals in the Diaspora Chair: Africa Business Women Council Ms Mukami McCrum – Racial Equality Council Dr Lola Banjoko – AfricaRecruit
15.15	Tea Break
15.30	HR Professionals' Workshop sponsored by Career Connections Kenya - Recruitment and selection - Psychometric testing
17.00	End of day's programme

Day 2: 24th March 2004

09.00-10.30	Skills Needs – Labour Market Problems: Industry Perspective Issue: What are the problems identified by the various industries? How can these be addressed? Chair: Ms. T. Smout Mr Timothy Mwai – Human Resource Director Standard Chartered Bank Kenya Mr Lawrence Ndombi – Human Resources Director Unilever Mr Steve Shelley – Tack Africa Mr Steve Price – Autopoeisis UK
10.30	Tea Break
11.00-13.00	Workshop discussions and feedback sessions Issue: What are the problems identified in attracting, building and retaining a skilled workforce? How can these be addressed?
13.00	Lunch
14.00	Issue: What can governments do to encourage inward skills flow? How can they support mid-size business as the engine of growth? Chair: Seraphina Kathurima Hon Chief E Akinbolade – Minister for Establishment Lagos Nigeria Ms Njeri Rionge – MD Wananchi Online
15.30	Tea Break
16.00	Launch of Africa's virtual Human Resource Society by AfricaRecruit Launch of East Africa HR Forum
17.00	End of day's programme

Outputs from the conference

Overview on skills, labour and human resource development issues

Issues	Present outcome/s	Solution
More school leavers expecting to be absorbed by the labour market.	Instinctively seek greener pastures elsewhere. Others will engage in whatever work they find.	Employment-based route to development.
Policies aimed at providing incentives to stimulate domestic capital accumulation and attract foreign investment do not ensure the basics in terms of service delivery and facilitating the productive factors of growth.	Commitment to generating a significant number of quality jobs however limited ability to deliver.	Macro economic framework that manages and allocates resources and gains from growth – strong institutions to pursue the goal of efficiency.
Lack or poor investment in human resource.	Poor performance.	Growth that is employment-intensive should have decent work as its goal.
Poor public services in Africa – described as the “social services of Africa”.	Poor capability and employability of those of working age.	Employment intensive public sector investment-creating jobs and transferring knowledge and skills.
Labour is becoming increasingly mobile.	Intrinsic values of this trend.	Strong policies require coordination to connect areas that are clearly inter-linked, e.g. education, training and labour market needs – providing the enabling environment.
Updating and maintaining skills in a fast changing world.	Reactive training or short term solutions.	Lifelong training, with livelihood and life skills that promote empowerment as important as technical. The essential ingredients include skills standards and recognition; a system of incentives that also provides information and guidance; and infrastructure to efficiently coordinate and provide the learning needed, as defined by the market. Recognizing apprenticeships and community based systems of training as learning mechanisms.
Training budget one of the first to be cut in streamlining environment.	No link between training and organisational productivity.	Setting indicators to gauge the impact of investment in training on levels of productivity.
Low or lack of networking between the ground and policy makers.	Poor and ineffective policies formed with no buy in and ownership between the key stakeholders.	Policy think tanks to interaction with those involved at a practical level with the day-to-day challenges of achieving performance and raising productivity levels.

Developing Skills in Africa

The need to identify the general and sectoral needs across the continent and individual nations with joined up short-medium and long-term solutions to address the following:

- Communication
- Training and development – skills transfer – developing talent and leaders
- Infrastructure
- Working conditions

To effectively and efficiently address this Africa needs to develop extensive partnerships across the continent and globally, with strategic alliances between organisations such as AfricaRecruit. The global platform such as Findajobinafrica.com must be used to communicate the human resources needs recognising the fact that African nations do not operate nationally or continentally but as Africa in a global world.

Using Information Technology to cost-effectively manage human resources

One of the main issues in human resources is effective management of people information; updated and recorded information on the workforce and effectively managing the information and people with a focus on the external community. The challenges for Human Resource Professionals are:

- The changing employment relationship
- Extended people 'management'
- Community collaboration
- Effective communication
- Consistent information on one system
- Optimization of the workforce

This can be addressed by providing a complete and fully integrated human resources solution enabled by information technology presenting local but yet global solutions.



Figure 1: E Business Human Resource Management Solution (Oracle Africa)

Diaspora Perspective

Africans in the Diaspora increasingly have a desire to work back in Africa however there are quite a few obstacles that have sought to deter those seeking to add value to the development of Africa trading their skills and knowledge for the development of Africa.

"I was in Cameroon recently to survey what I can do if I had to return there. I concluded it was not worth it going to Europe to study. I have made up my mind to go back and help my country. I may not use the knowledge acquired at the university but what I learn from the society would be adapted to generate revenue in Cameroon"

The loss of status of many Africans on arrival to the West has sought many to question their role and why they left Africa. Many have progressed and achieved the heights they could only have imagined at the beginning of their journey in the West. However many more believe that they have fallen short of what they can achieve and the impact they are able to make. This has led many to begin the journey back however they have come across many obstacles such as:

- The very slow and unresponsive communication by human resource personnel in Africa
- Jobs not readily accessible to Africans in the Diaspora
- The perceived level of nepotism and crony capitalism

- The perceived threat and instability that employers in Africa see Africans in the Diaspora *"I am a XX African who has lived and worked in the UK for the past 20 years. About five years ago I tried to return home and offer my considerable experience in local government management. The first problem I encountered was prejudice against my background and the fact that I had been living abroad. Every office I went, I was seen as a person who was trying to poach someone's job"*.
- The belief that Africans in the Diaspora do not want to return, *"As an engineer, I do enjoy the infinitely superior remuneration package but home is where the heart is and mine is with my country"*.
- No clear terms and conditions on jobs advertised – Salaries and remuneration not stated.
- The stories coming from employees in Africa not very encouraging.
- The poor and no value placed on knowledge and skills *"The only way to end the so-called "African Brain Drain" is for African leaders to begin to put greater value on knowledge"*.
- The value placed on expatriates is much higher than African nationals with the same experience and qualifications *"In Botswana, an expatriate doing the same job as a local makes a lot more than locals"*. African Governments should pay citizens the same entitlements they are willing to pay expatriates.

The big question is do Africans in the Diaspora add value, or no value? This should be the basis on which they are assessed by organisations in Africa.

Human Resource Personnel are the first official contact for an African Diaspora returning to work in Africa. Their reaction will act as a driver in moving forward.

Transparency and Good Governance in Human Resources is a prerequisite for development.

The Power of the Diaspora – Remittances

Results of survey on Remittances July 2003 conducted by AfricaRecruit

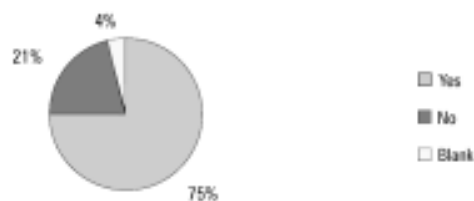
The importance of the African Diaspora is becoming increasingly recognised. As an overview AfricaRecruit conducted a snap shot survey in July 2003. 300 questionnaires were disseminated of which 173 were returned. African countries are becoming more heavily reliant on the stable foreign direct investment and the increasing remittances from its indigenous population abroad as a source of finance. In 2002 remittances to Africa accounted for 15% (\$12bn) of the total remittances to the developing countries (\$80bn). Majority of the remittances were sent from Europe, North America and Asia reflecting the migration pattern of Africans e.g. North Africans migrating to Asia countries such as Saudi Arabia, United Arab Emirates and Sub Sahara Africans migrating to Europe and North America.

Top African receiving countries are Egypt (\$3.4bn), Morocco (\$2.2bn), Nigeria (\$1.7bn), Tunisia (\$0.8bn). In 2002 remittances to Nigeria (\$2bn) accounted for 5% of the GDP playing a large part of the economy positively helping the balance of payments.

Q1: Do you send money home?

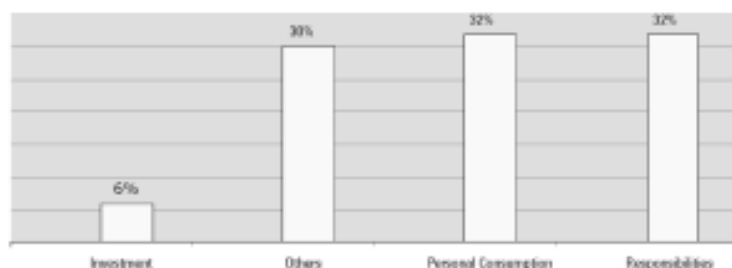
Over three quarters of the respondents send money to their country of origin on a regular basis.

Remittances to Africa by the Diaspora



Q2: On average how much do you send a month in US\$?

On average \$318 a month is sent home; Remittances ranged from \$15- 5,000/month.

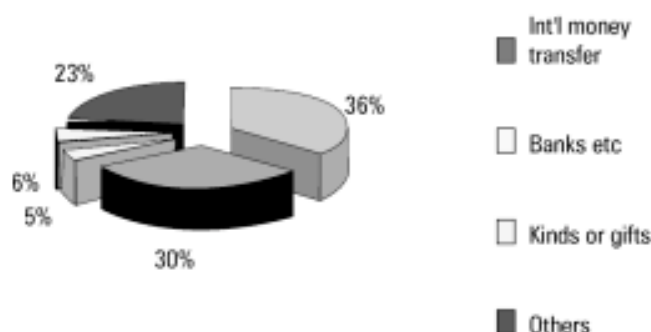


Q3: What are the remittances used for?

Majority of the respondents sent remittances for a combination of reasons such as responsibilities; personal consumption and investment. Very few sent money for investment alone. Other reasons included burials, charity work and mortgage repayments.

Q4: Methods of Transfer

A large proportion of the respondents used a combination of methods such as cash and formal channels.



Conclusion

The actual figure on remittance is under-quoted as a significant proportion goes through informal channels and is not reported. There needs to be further research into understanding the remittance market in Africa. The aim would be to inform policy in both the sending and receiving nations on how best to ensure that "consumption remittances" is translated into "investment remittances".

There is an argument that African migrants contribute to the income of their countries of origin through remittances. However there does need to be further work to ensure that the benefits to the host country match the benefits to the sending countries. There needs to be action on the role of the Diaspora in contributing towards the economic, social and human development in Africa as well as facilitating an environment for good governance using networks, knowledge, investment and skill transfer. Otherwise the ability of African countries to meet the Millennium Development Goals would be very difficult.

Recruitment and Skills Needs – Labour Market industry perspective

Issues	Challenges	Solution
War for talents in which retention is harder.	Recruitment increasingly important strategy and mistakes are very expensive at best and can be disastrous at worst.	Brand to attract the right people.
Recruitment	Using cost effective agencies if applicable; Job design and customisation.	Hire not to fire: avoid being reactive, unrealistic expectations, correct assessment tools and beware of references. Negate political pressure.
Attract, develop and retain the best.	Attract and nurture fresh talents. Attracting skilled personnel.	2 year program through which the young management trainees (MT)- University/College career talk. Employer branding.
Getting the right candidates is dependent on who gets there first.	High turnover due to increased market interest in MT's; Recruit's from Europe & U.S.A- high expectations. Delivering the promise not always able to deliver diverse training & job rotation due to pressure from work & the organisation pyramid.	<ul style="list-style-type: none"> ■ Home grown talent ■ Early introduction to organisation way of working ■ Pool to fill resourcing gaps ■ Enhanced quality of workforce ■ Entry level is ambitious - 1st class or Upper 2nd class ■ Early development & monitoring of skills and competencies ■ Able to address gaps early enough
Skills and attitudes of people affect business. Business drive to create High Performing Teams.	<ul style="list-style-type: none"> ■ Availability of skills and experience ■ Selection processes ■ Foreign vs. local ■ Motivation and retention ■ Reward structures ■ Talent development 	<ul style="list-style-type: none"> ■ Get employment and business onto political and development agendas ■ Simplify business registration ■ Reduce licensing requirements ■ Real tax holidays ■ Open arms welcome ■ Security ■ Participate in the HR Forum ■ Link to the global professional world
	<ul style="list-style-type: none"> ■ Employees are the component in the supply chain that adds value ■ Organisations need to 'create a better marriage between the dreams of their workers and the drive of the company to win' hence the '12 questions that matter' 	<ul style="list-style-type: none"> ■ Jobs are designed to provide ownership and responsibility ■ Employees control resources, systems, methods, working conditions and schedules ■ Performance feedback comes from peers, customers and direct reports ■ Decision making occurs at the lowest possible level ■ Individuals have the data to measure their own performance ■ Reward and recognition are aligned to reinforce the desired behaviours

Gallup 12 questions that matter

12 Questions the research suggests that Q1-6 are hygiene factors but Q7-12 determine whether or not employees are engaged and stay with you:

- 1 Do I know what is expected of me at work?
- 2 Do I have the right materials and equipment that I need in order to do my work right?
- 3 At work, do I have the opportunity to do what I do best every day?
- 4 In the past seven days, have I received recognition or praise for doing good work?
- 5 Does my supervisor, or someone at work, seem to care about me as a person?
- 6 Is there someone at work who encourages my development?
- 7 At work, do my opinions seem to count?
- 8 Does the mission or purpose of my company make me feel that my job is important?
- 9 Are my co-workers committed to doing quality work?
- 10 Do I have a best friend at work?
- 11 In the past six months, has someone talked to me about my progress?
- 12 In the past year, have I had the opportunity at work to learn & grow?

Human Resources needs Architects not administrators
Human Resource Directors should be on the board of organisations

Managing Human Capital
HR Roadmap 2002-2005

Standard
Chartered



Ernst and Young conclusions

"The major challenge for Chief Executive Officers over the next 20 years will be the effective deployment of human assets. Its about psychology. Its about getting one more individual to be more productive, more focussed, more fulfilled than he was yesterday."

If this is true how about this thought?

18th century the lawyer's century

19th century engineer's century

20th century engineers till the accountants took over

21st century HR professionals?

What can governments do to encourage inward skills flow? How can they support mid-size business as the engine of growth?

Human Resources is the most essential capital undertaking in any economy, our **PEOPLE**. Most Organizations and Institutions either:

- Absolutely ignore the value of fostering human resources (Our People)
- Or it's addressed by structuring a human resource department with a human resource manager, director etc.

Africa has and will continue to lose its **PEOPLE** to other developed economies where **PEOPLE** have been identified as the most important resource of any institution or organization and at large the entire **ECONOMY**.

Leaders, managers, supervisors and decision makers in Africa **MUST** have a paradigm shift; in the way they respond to **PEOPLE** needs. Recognize that human resources are and always will be people; human beings who naturally vary in character composition and psychological make up.

Recognize that their 2 specific kinds of **PEOPLE** characters **BUT** not specific.

- Technical thinkers, logical, authoritative, detailed, work by the book, persons who develop confidence in self by virtue of what they know. These make for good **MANAGERS**...
- Social thinkers, subjective, little detail, prefer no structure, persuasive hence not telling and therefore not authoritative persons. These make for good **LEADERS**...

Ensure organizations have a H.R. (People) specialist at Board level, which would make strategic input on **PEOPLE** management.

Ensure that Presidents, MDs & CEOs of Institutions and organizations are passionate about their **PEOPLE**.

Ensure that the **PEOPLE** function exists in each Heads of Departments (HODs) Job competences.

Recognize that change must begin with **YOU & ME** first. We must look into our moral and core values as well as corporate governance, which include responsibility to society, the environment and to government as a whole.

Workshops

What are the problems identified in attracting, building and retaining a skilled workforce? How can these be addressed?

Issues	Solution
Recruitment	
Some of the attending delegates were unclear or had no specific budget for recruitment	
Tribalism is real both in public and private sectors; the degree of the problem depends on the political, tribal or ethnic pressure e.g. recruitment of family and they are then protected from redundancy. Attracting at entry-level discrepancy between college education and what employer want courses are not tailored some degrees can't deliver.	<ul style="list-style-type: none"> ■ Professional human resource personnel ■ Pressure the govt to be professional, the need to have core competencies ■ Train the panel members how to conduct professional recruitment ■ Human Resource Personnel be present on the panel ■ Conduct a second assessment after probation period ■ Effective performance appraisal system to weed out non performers ■ Take a mind shift keep it open for 1 year rather than take wrong person. Train competency based interviewers wrong recruit vs. expensive recruit ■ Moving from reactive to strategic recruitment ■ Clear job specs and use agencies for government post work effectively and use private sector pools for vacancies which must be open ■ Very strong labour laws discriminatory recruitment legislation
Problems with recruitment agencies- Agencies have been used and dropped. Values of the agency and values of the corporate are not aligned, agencies time frame and fees, corporate long term value by recruiting a person who will add value in the long term.	<ul style="list-style-type: none"> ■ Agencies who know the market, take time to understand the client culture, environment, and team and create and nurture a relationship with both parties (candidate and client) are seen to add more value. ■ Recruitment is not a production line, it is a people service confidentiality, headhunting based on track record of people within the industry can be done by the company so agency services are not required, recruiting good people not necessarily right people for the organisation. ■ Build the relationship with the client, understand the candidates what drives them so as to understand if they will fit and be motivated by the job conditions and corporate values are aligned. Clearly understand the expectation from the client and manage the client deliverables.
Training	
12% of the attending delegates did not have a training related strategy in place for the workforce	
Training not linked to organisational strategy and goals, problems with recruitment agencies- Agencies have been used and dropped. Values of the agency and values of the corporate are not aligned, agencies time frame and fees, corporate long term value by recruiting a person who will add value in the long term.	Most companies have moved to tailor made training. Training needs are assessed and prioritised.

Skills	
Skills base not developed in the country e.g. telecommunication engineering.	<ul style="list-style-type: none"> ■ Attract from external universities, offer internships for early relationship building, balancing external student expectations and local student expectation, bring them in and develop them from the trainee level – focus on retention. ■ Investing in graduate to fill quotas promote from within management sector.
Unable to identify the key skills for each job, competencies, job specification and also job evaluation performance.	<ul style="list-style-type: none"> ■ Working with all managers to ensure that they are all aware of key competencies, keep on refreshing job competencies, Human Resources to facilitate the hiring manager chart career ladders framework, conduct formal assessments on skills audit and job specification.
Productivity	
<p>Working to keep your job high level of job security.</p> <p>Little motivation apart from job security people doing their own business, employment in government is seen as a social service, very little pay, and high level of apathy.</p>	<ul style="list-style-type: none"> ■ Opportunities for promotion linked to performance with low tolerance for poor performance. ■ Opportunities for training and development. ■ Opportunities for commercialising the work ethic, which has shown positive results e.g. Kenya Revenue Authority.
Performance Management	
Difficult to articulate the performance criteria managing people effectively.	<ul style="list-style-type: none"> ■ Proper corporate plan and jobs derived from what the organisation requires. ■ Clear succession plan understanding what to do with each talent to manage pressure of mobility career growth within the organisation. ■ Remuneration based on skills and productivity rather than race, colour or sex.
Labour Policies	
Labour policies fragmented and uncoordinated- not realistic or a reflection of what is happening on the ground.	Recruiting lawyers to review policies keeping organisations updated – regular publication e.g. policies or weekly column on labour policy.
Approximately one third of the attending delegates had a staff annual turnover of less than 10%. The need to match employer and employee's expectation.	

Outcomes

- Sharing issues and challenges
- Networking
- Identification and dissemination of best practices
- The need to ensure the continued sharing and collaboration on best practices
- The formal launch of Africa's virtual human resources forum at www.africarecruit.com

Cutting the Gordian Knot of Local HR Applications by Oracle Africa

A single Human Resource Management System based on a single data instance can replace the complicated jumble of local systems used by most multi-national organisations. Desi Lopez Fafie, managing director of Oracle African Operations, explains how.

According to Greek mythology, newly crowned king Gordius dedicated his wagon to Zeus at the town oracle in a show of royal gratitude. To make sure no one stole his tribute, Gordius tied it up with an impossibly complex knot. The knot was so intricate the oracle declared that the person who could untie it would become the leader of all Asia. People travelled from miles around to trace the complicated path of the Gordian knot in an attempt to untangle it, but for years no one succeeded.

Until Alexander the Great, in a single, simple move, severed the knot with a stroke of his sword.

Today, software companies, consultants and human resources managers are trying to decipher their own complicated knot of human resources management systems (HRMS). To successfully manage multi-national HR functions — and deal with the legislative, linguistic and cultural particulars of each country — companies often choose to deploy HRMS on a country by country basis; a US-based solution for US employees, a UK-based solution for UK employees, a system based in Malaysia to serve Malaysian employees etc.

For geographically dispersed enterprises, separate local instances can require managing dozens of HR solutions — each operating in isolation without data or process integration. Often these instances house different vendor or homegrown systems. The resulting fragmentation prevents HR managers and corporate executives from gaining a credible view of the enterprise. It takes time to extract and consolidate useful information from these disparate systems, information that is out-of-date and of questionable accuracy once it is lashed together. Even seemingly simple tasks, like counting the number of current employees, can take days to compile. Critical analysis, like understanding comparative trends in labour costs across multiple countries, or strategic operation, like suitability matching and deployment, may not even be attempted.

As a result, HR managers in multi-national enterprises are faced with a daunting tangle of applications, data structures, and processes and are forced to chase strands of information through multiple sources that may never be completely reconciled. Such an approach is difficult to untangle and impossible to streamline.

Because of local culture, practice and regulation, traditional assumptions maintain that the only way to manage local human capital is with local, distinct systems. This has been abetted by the fact that many software vendors have forced their customers to deploy in this manner, providing systems that work only for a single country or providing different systems for different countries, systems that lack the ability to manage the diverse cultural and regulatory requirements of multiple countries in a single instance. It is unfortunate that some multi-national organizations have gone to great lengths to automate their human resource systems to take advantage of the efficiencies that the Internet age brings and yet have perpetuated the inefficiencies inherent in local country deployment. The result? Modern systems complete with the Gordian knot of disintegrated information and process.

The truth is that achieving maximum competitive advantage requires timely, accurate information and streamlined, efficient processing. The paradox is that multi-national enterprises need multi-national human capital information and multi-national workforce management processes and adherence to local culture, practice, and regulation. Effective human capital management on a multi-national basis demands a systematic answer to both. Fortunately, Human Resource Management Systems can be designed to accomplish these apparently opposing needs. Such a system is built on a central HR management engine layered with local extensions that account for local requirements; in short, the sword that cuts through the untidy heap of local application instances.

What are some of the key characteristics of this centralised HRMS? First, it must have been built on a technical foundation of the most advanced database and Internet technologies in order to enable scalable, high-performance transaction and information flow in every country. Second, the HRMS architecture must be based on a solid core that supports the rich texture of distinct, regulatory-neutral information across all countries all in the same data instance. Third, it must provide local extensions that present the system in the language(s) of the users, that capture the standard HR practices of the country, and that address the statutes and regulations for human capital management (including payroll processing) within that country. Finally it must provide for management of the complex cross-country, inter-person processes that abound in multi-national organizations (for example, managers conducting performance evaluations

and allocating raises for employees in multiple countries each with its own organization structure and cost centers). Let's explore a couple of the key characteristics of a truly global HRMS.

The central core must support different currencies and units of measure and be able to translate among them. It must have flexible name, address, and phone number formats. It must support multiple languages, not only for end user data and transaction access, but also for storage of person-specific data and for standard elements such as organization names, job classifications, and competencies. It must support standard "best practice" processes for human capital management, payroll calculation, time capture, and learning delivery, among others. This core, then, is the foundation that permits cross-country transaction processing and the integration of data for rapid, accurate enterprise-wide information analysis.

Extensions to this core address the specific needs of the multiple countries your company operates in. Local extensions include data that is specific to a given country, such as "religious affiliation" which is a required field in some countries but is not permitted to be captured in others. They include country-specific calculations such as those for social insurance / social security or payroll taxes. They account for local practice such as occupational sick pay or affirmative action. They provide local reporting, and they accommodate cultural expectations such as the format and contents of the pay slip in Japan vs. the UK; and, of course, the local extensions are provided in the same instance; that is, in the single HRMS on a single database.

Multi-national HRMS deployments are happening today. Seagate Technology, the world's leading provider of hard disk drives with more than \$6 billion in annual revenue, installed a HRMS systems based on a single instance in Singapore. In fewer than 6 months, Seagate was able to implement the new system to provide real-time global data for Human Resources and Benefits. This global application supports Seagate offices around the world, with information organized around non-structured data in Chinese, Kanji, Thai, Spanish and English, and all information is displayed in region-specific interfaces and organized in reports that are sensitive to local regulatory issues.

Using a single data instance, you can share data in a more efficient manner, view the entire operation in a single view in a single query, and react with agility to changes in the economy. You can redeploy individuals as necessary to deal with issues from one country to another, and can review equity and requirements of one economy versus another — more effectively and efficiently than the competition.

By implementing an integrated HR solution based on a single multi-national instance, you can effectively link and utilize disparate applications across multiple countries and witness the operational and process efficiencies of an intelligent new system.

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Acknowledgement and thanks to sponsors



Career Connections

Career Connections Kenya was established in 1997 to represent the UK based psychometric testing organization, The Morrisby Organisation, in East Africa. The firm has provided psychometric testing services to large organizations throughout the region including Shell BP, Bamburi Cement/Lafarge, Kenya Airways, Coca Cola, The UN, ICDCI, Unilever and assesses over 500 managers per year.

In 1999, due to increasing demand from client organizations, Career Connections Kenya evolved into the first exclusive headhunting firm in Kenya, providing headhunting services for companies recruiting senior management within the region.

Career Connections is now known as Kenya's comprehensive and thorough headhunting and assessment provider and works with some of the most successful companies in Kenya including Sara Lee, Lafarge, Flamingo Airlines, LG, British Council, Land O Lakes, Dormans Coffee and other key players in industries ranging from hospitality to horticulture.

In response to the growing interest of Kenyans abroad in the local job market, Career Connections developed and launched the country's first international web-based database of professionals in 2002.



Unilever

Unilever is one of the world's leading suppliers of fast-moving consumer goods. Unilever sells products into 48 African countries and is established on shore in fifteen sub-Saharan countries – Côte D'Ivoire, Democratic Republic of Congo, Ethiopia, Ghana, Kenya, Malawi, Mozambique, Namibia, Niger, Nigeria, South Africa, Tanzania, Uganda, Zambia and Zimbabwe.

Unilever employs more than 40,000 people in Africa, many in the company's 30 manufacturing sites and plantations. Top selling categories in Home and Personal Care are laundry, skin-care,

deodorants and oral care. Leading brands are Omo, Surf, Key, Lux and Close Up. Markets of greatest potential in the region include skin care, oral care and hair products.

In Foods, spreads and culinary cooking products are important – more than 300 million tubs or bricks of margarine are sold annually. Leading brands in the region are Rama, Blue Band, Royco, Knorr and Lipton.

Every day, around the world, people reach for Unilever products. Our brands are trusted everywhere and, by listening to the people that buy them, we've grown into one of the world's most successful consumer goods companies. In fact, 150 million times a day, someone somewhere chooses a Unilever product.



Lafarge

Today Lafarge employs 77,000 people in some 75 countries. World leader in building materials with sales of \$14.6 billion in 2002, the Group is pursuing a programme of growth in the context of a sustainable development strategy.

Africa/Middle East

With more than 11,000 employees, Lafarge is expanding very rapidly in the region, where 10% of the Group's sales were generated in 2002. It has strengthened its positions in Egypt, Nigeria and Zimbabwe.

Richard P., British, Quarry Manager, Lafarge Aggregates - UK

"There are great opportunities within the Group to further career development, whether in your country of origin or on a more global footing."



Oracle Corporation (Nasdaq: ORCL) is the world's largest enterprise software company, providing enterprise software to the world's largest and most successful businesses and organizations. With annual revenues of more than \$9.4 billion, the company offers database, application server, collaboration products, in addition to enterprise business applications and application development tools. Headquartered in Redwood Shores, Calif., Oracle is the first software company to develop and deploy 100 percent Internet-enabled enterprise software across its entire product line. For more information on Oracle's African Operations visit our web site: www.oracle.com/ao or call one of our offices around the continent.

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Building Skills for Africa

TACK International's corporate profile

TACK provides a wide range of corporate training and development services which bridge the gap between individual competence and organisational success, helping our clients improve performance and achieve results.

The TACK team of consultants blends global best practice with their own hands-on experience, intimate local knowledge and cultural sensitivity to ensure the impact and effectiveness of our work.

The company is a partner firm in the worldwide TACK Training organisation that spans some fifty countries. We operate from offices in Nairobi and Dar es Salaam and have been working throughout East Africa for over 35 years. TACK partner firms are also based in Lagos and Johannesburg.

Client services

High impact corporate training

Tailored programmes, generic courses, One-2-One personal learning tracks, coaching, corporate learning centres.

Psychometric testing

Competency and ability testing, and personality profiling for recruitment, redeployment, personal development, succession planning and team building.

Executive recruitment

Headhunting, recruiting and shortlisting for executive and professional positions.

Organisational change

Coordination and implementation of corporate change programmes.

Strategy formulation

Facilitation and documentation of strategic review processes.

Surveys

Market surveys, staff attitude surveys, sector analysis.

Event facilitation

Dynamic, stimulating and entertaining programmes for conferences, retreats, seminars and workshops.

Communication and information

Writing, editing and dissemination of business and professional information through books, manuals, brochures, videos, films and Internet websites. Formulation of public information and corporate communication strategies.

The kind of people we work with

Global and regional corporations

- South African Airways/Air Tanzania
- Lafarge/Bamburi Cement
- Chloride Exide
- Citigroup
- Coca-Cola
- Deloitte and Touché
- KLM/Kenya Airways
- PricewaterhouseCoopers
- Shell
- Toyota
- Unilever
- Vodacom

Governments and government departments

- British High Commission, Dar es Salaam
- Government of Zanzibar
- Ministry of Health, Kenya
- Ministry of Tourism, Kenya

Non-Government Organisations

- African Wildlife Foundation
- Axios Tanzania
- International Fund for Animal Welfare
- IUCN

International development agencies

- The World Bank
- UNDP
- UNICEF
- USAID
- World Agroforestry Centre

Major national corporations

- British American Insurance
- Commercial Bank of Africa
- CRDB Bank
- National Bank of Commerce
- National Microfinance Bank

TACK Training courses

A very wide range of standard and tailored programmes covering:

- Business finance
- Business management
- Communication
- Culture and diversity
- Customer service
- Human resources
- Leadership, management and supervision
- Learning and development

- Marketing and sales management
- Project and quality management
- Selling skills
- Strategy formulation
- Telephone handling
- Time management and personal effectiveness

Why clients prefer TACK

- International best practice – local cultural sensitivity. Local people working to global standards deliver assignments.
- Pragmatic proven methodologies based on real life experience – practical rather than academic.
- Development services and methodologies on both personal and organisational levels.
- Full-time accredited professional staff.
- Award winning courses developed to the ISO 9001 quality standard.
- Unrivalled choice of programmes and methodologies – e-learning, coaching and mentoring, TACK group training, experiential team learning.
- Transparent business dealings – code of business practice.
- Emphasis on delivering your results rather than selling our services.

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TACK Africa CEO Steve Shelley is the author of *Doing Business in Africa*, an investors' guide to eighteen African countries to be published in South Africa in 2004.



AfricaRecruit "Building robust and enduring productive capacity in Africa"

Who we are

Commonwealth Business Council and New Partnership for Africa's Development (NEPAD) Secretariat have established AfricaRecruit to provide a platform for debate with the African Diaspora on how to add value to capacity building in Africa. AfricaRecruit works in close association with various organizations, alumni and professional groups in the delivery of its objective. The African Union (AU) has expressed its appreciation for the initiative, which supports the AU's policies on the role and contribution of the Diaspora.

"AfricaRecruit is also important as a vehicle for dialogue between Africans living in and outside the continents, which can create a dialogue with professionals in the Diaspora, and look at ways in which African governments can help foster the flow of skills back to Africa".

Professor Wisseman Nkuhlu Chairperson of the NEPAD Steering Committee

AfricaRecruit/FindaJobinAfrica was invited to submit and present a paper for inclusion in the prestigious Commonwealth Heads of Government Meeting in Lagos Nigeria on 5-8th December 2003.

AfricaRecruit/FindaJobinAfrica was invited to give oral evidence in response to its written submission on skills and remittances to the International Development Committee at the House of Commons United Kingdom on 10th February 2004.

AfricaRecruit services include:

- 1 Building a robust data base of African skills to determine what and where these skills are, in addition to identifying the constraints and challenges faced in redirecting the skills of the communities in the Diaspora to Africa and areas of deficiency and gaps.
- 2 Establishing and working in partnership with various African communities and Diaspora groups to enable effective engagement with African governments and international organisations; this could be in the form of seminars, roundtable events or conferences. See event Calendar for details of HR networking seminars, career/recruitment events and Diaspora forums.
- 3 Establishing a policy group of companies to draw on private sector expertise and experience, and produce research and policy recommendations. The Group will work with African governments to improve the regulatory environment and address the complex social and economic issues involved in meeting the human resource challenges facing African employers in creating jobs and developing the economy.
- 4 Research to inform the developmental and investment potential of remittances to African and International governments.

For details visit www.africarecruit.com



FindaJobinAfrica.com **Africa's employment gateway**

Who we are

FindaJobinAfrica.com was founded in order to provide an environment that facilitates the connection between recruitment agencies and employers with jobseekers wherever located.

FindaJobinAfrica.com acts as a conduit between the career seeker, the employer and recruitment agencies.

FindaJobinAfrica.com is an interactive portal through which job seekers can post their CV's on the database which employers and recruitment agencies can access. Agencies and employers, regardless of size, can post their jobs on the website and have access to an interactive forum that attracts high calibre potential employees with work experience ranging from **0-25 years**.

Increase awareness by employers and recruiters of a larger pool of talents – FindaJobinAfrica's database now consist of **649 employers and 373 recruitment agencies** within and outside Africa.

AfricaRecruit/FindaJobinAfrica.com database has grown by approximately 11% over the last 2 months and consist of **35,140 CV's on the database; over 259 career centres covering universities inside and outside Africa, 869 African Diaspora/professional organisations globally located and a mailing list of over 100,000.**

One method of finding these people is to raise the profile of the opportunities in Africa. Through networking events, forums, advertising and good use of the Internet as a communication tool we highlight the benefits of working and staying in Africa.

Strategy Offered

We have a portfolio of services which can be used either singly or packaged together to ensure an appropriate and cost effective solution. We work with our clients on the basis of producing bespoke solutions to what are often very unique human resourcing issues, working in the following key business units:

- Recruitment Advertising
- On-Line Recruitment
- Recruitment Event/Networking Forums
- Employee branding

We provide people into permanent, contract and temporary positions.

Recruitment Advertising

Today, we're in the most competitive work environment ever. Even some of the most appealing companies and industries have a hard time getting qualified employees. We have developed strong working relationships with local and global recruitment advertising providers. This gives us the ability to provide a full service. We offer our clients everything from strategic planning and research straight through to tradeshow support and special event management.

On-Line Recruitment

Online job seeking has become one of the hottest applications on the Internet today. Cheaper, faster and easier than print for both applicant and employer, searching for a job online has become a requirement for anyone looking to manage their career. We have succeeded in fusing our traditional recruitment advertising

background with the vast capabilities of the Internet. We work with our clients to develop effective Web-based recruiting strategies, and to migrate successfully their employment brand online. Our solutions range from strategic consultancy to web design and maintenance services, project management, audience planning and tracking. We also create and deliver unique products that address various employment cycle needs including applicant mining, extranet solutions, online postcards, job posting management and interactive surveys.

And we offer one other advantage: **www.findajobinafrica.com** the continent's leader in online career management that captures more visitors per month than our next three competitors combined.

For more information visit: **www.findajobinafrica.com**

AfricaRecruit Human Resource Forum

The Human Resources function is a key part of the Strategic Leadership of every organization because Human Capital is the most critical component of any organization; therefore, if the "Human Capital" component is absent or the wrong mix, then the organization at best will only achieve marginal results through its "Strategy" and "Processes".

AfricaRecruit HR Forum is primarily a virtual professional Club across the continent of Africa where Human Resource Professionals (HR) will:

- Come together to discuss and seek solutions to common Human Capital problems in their various countries.
- Act as a support group.
- Offer excellent networking opportunities to its members.
- Build HR leadership within the African community through leadership development programs.
- Develop a mentoring program for middle level HR managers and build a pipeline of next generation HR leaders by searching for, and developing raw talent from the market place or educational institutions.
- Work to transform the mind set of its members to the reality of the HR Function being a key component of every organization's Strategic Leadership and in turn transforming the mind set of organizations and other stake holders.
- Provide its members with opportunities to join other international HR organizations in order to stay informed with current events affecting their profession and learn about best practices in the HR world.
- Ultimately evolve as a pressure group and a change agent, poised to drive and bring about policy and actual changes in both public and private sectors of the African economy.

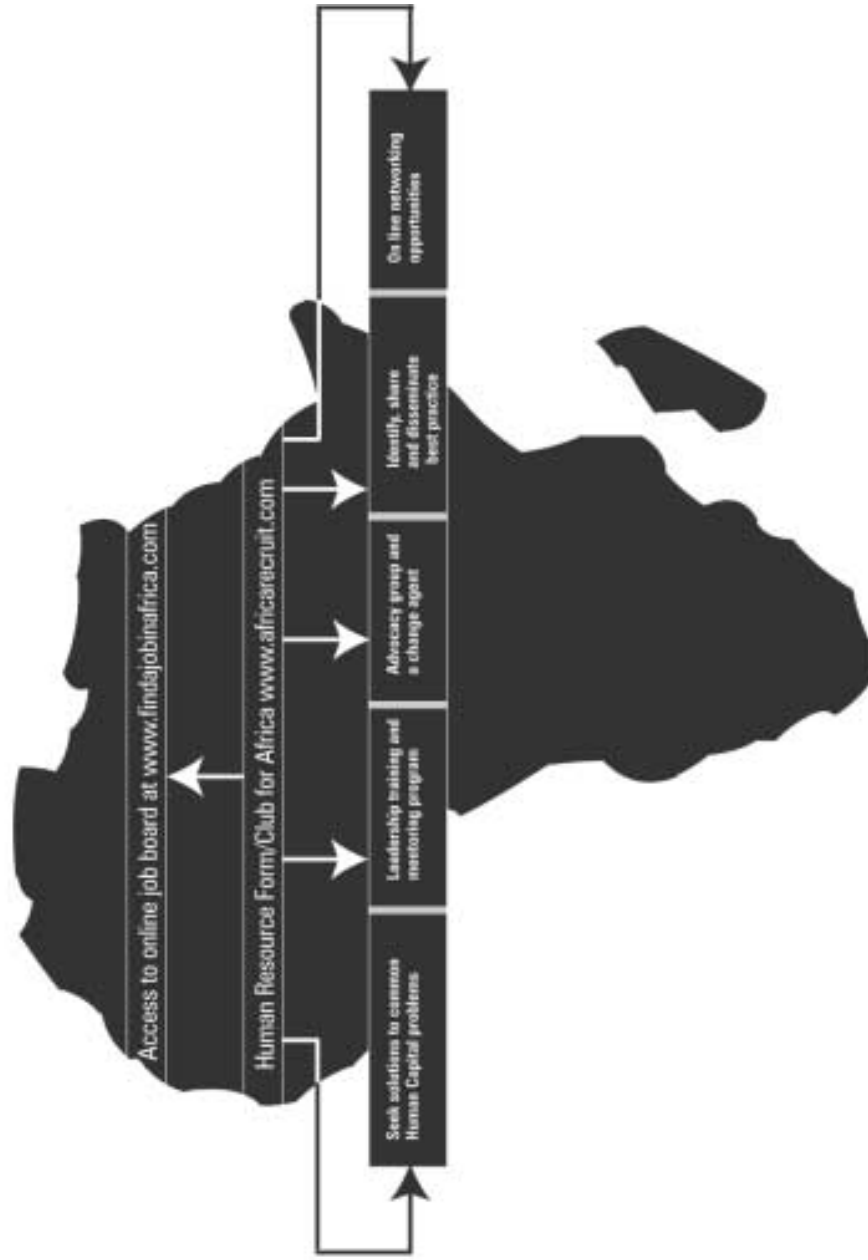
These changes will undoubtedly impact the continent's Human Capital base positively.

Club membership will initially be open to HR practitioners on the AfricaRecruit database and subsequently to other interested HR and non-HR professionals who are interested in Human Capital development in Africa.

Each country will volunteer a coordinator and "back-up" both of who are expected to be HR professionals and who will both work directly with an overall coordinator for a two-year term.

For further details please contact hrclub@aficarecruit.com

AfricaRecruit Virtual Human Resource Forum



AfricaRecruit Calendar 2004/05



Events	Location	Proposed Date	Interested	Full Contact Details
Human Adaptive Modules – Nigeria AfricaRecruit in partnership with Equity Foundation	Lagos – Nigeria	17th August 2004	<input type="checkbox"/> Yes <input type="checkbox"/> No	Name Organisation Telephone Fax E-mail Website
Strategic Human Resource Management in Africa – Diversity Policy Across Borders and Business Expansion	Johannesburg – South Africa	7th - 8th September 2004	<input type="checkbox"/> Yes <input type="checkbox"/> No	Name Organisation Telephone Fax E-mail Website
Africa Talent – USA in Partnership with Africasearch and The Africa Investment Corporation	Washington DC – United States of America	28th-29th October 2004	<input type="checkbox"/> Yes <input type="checkbox"/> No	Name Organisation Telephone Fax E-mail Website
NigeriaRecruit 2004 in partnership with Philips Consulting	Lagos – Nigeria	16th - 17th December 2004	<input type="checkbox"/> Yes <input type="checkbox"/> No	Name Organisation Telephone Fax E-mail Website
Training and skills mobilisation in partnership with Talent Search.	Addis Abba – Ethiopia	January 2005	<input type="checkbox"/> Yes <input type="checkbox"/> No	Name Organisation Telephone Fax E-mail Website
The Power of the African Diaspora – Career/Recruitment Fair Remittance/Investment Seminar	London – United Kingdom	March 2005	<input type="checkbox"/> Yes <input type="checkbox"/> No	Name Organisation Telephone Fax E-mail Website

Please return by fax: + 44(0) 20 7024 8201, Email: info@AfricaRecruit.com or return by post at: AfricaRecruit 18 Pall Mall, London SW1Y 5LU, United Kingdom

Human Resource need architects, advocates and activists

Read the published accounts of any international company and there is a high chance that at some point the CEO or Chairman will thank the staff for their contribution to the company's performance. *'They are our greatest asset ...'*

Unfortunately, this is often seems like an afterthought and sees people as a resource to be used and discarded. The truth is this asset needs investment, deployment and maintenance to achieve the desired return.

If businesses only recognise employing people as a cost, and don't make the strategic link they fail to achieve employee commitment, which is increasingly understood to be an essential ingredient of a strategy for building sustainable competitive advantage.

HR departments worldwide have been responding to this insight, recognising their role in delivering added value to the business. How do they go about this?

It starts with strategic fit

A business will have a strategy that needs to be brought to life for the employees in the business.



For many businesses there is a 'disconnect' between the strategy formed in Head Office and what happens on the ground at the customer interface. If employees are not committed to delivering the strategy to the customer, then it is not serving any purpose.

The business is seen to be drifting, dysfunctional or disconnected rather than driving.

For example a business that is planning a headcount reduction programme to manage costs arising from efficiency programmes will struggle if HR are using a job evaluation system that rewards higher grades to managers with the largest numbers of employees?



How do you go about it?

Review HR capability

The first step might be to address capability of the HR team top down. If you have a strong leader of the HR team with good ideas and an understanding of the business strategy, then it is simply a case of unleashing the latent talent but the reality might be somewhat different. Personnel departments have traditionally employed administrators and to lead this agenda businesses need architects, advocates and activists.

Train the HR team to understand their new roles and responsibilities

Review the HR Strategic fit

HR policies should be reviewed in line with the business strategy. This is a process led by HR and the business leaders or directors need to be actively engaged. Policy changes need to be prioritised on the basis of return on investment, and implemented with full engagement of all stakeholders including employee representative bodies.

Measure the return on the assets

Business activities need measures and while many parts of the HR deliverables are not easy to measure this should not be seen as an excuse for no measures at all. There needs to be an understanding of the cost and value added.

Applying the principles of Strategically led HR in Africa

There are of course cultural sensitivities to be considered in the formation of HR policy. Academics have warned that businesses should not automatically assume that HR policies formed in the USA or Europe would be relevant to the African markets. HR policies need to be carefully reviewed to make sure that they reflect the cultural sensitivities of the business at two levels, national and organisational.

AfricaRecruit Support

AfricaRecruit is able to provide support in three ways:

HR Strategic review – an end to end review of the HR policies and processes to understand the value added by HR

HR Development programme – a programme for HR Directors and leaders on the changing shape of HR in the new millennium

HR Change masters programme – a development programme for HR specialists facing change in their business

Article by Steve Price

Steve Price is a director of Autopoiesis Ltd, an international HR consultancy practice, and has worked in the field of organisation and management development for the last ten years.

He has particular expertise in implementing HR change programmes in financial organisations. He has held senior HR positions in Africa and the UK with responsibility for HR strategy, policy development, restructuring, outsourcing, and employee relations for Barclays as well as operational line management roles.

Recent and ongoing projects include facilitating professional development in the NHS in the UK and developing initiatives to combat the HIV/AIDS pandemic in Africa. Steve holds a MBA and lives in the UK which is the base for his international HR consultancy business.

Seminar Workshop Evaluation

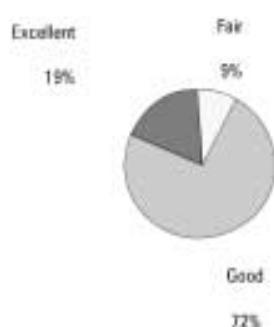
Evaluation of the event: 51 delegates completed the evaluation form

Areas you would have like covered

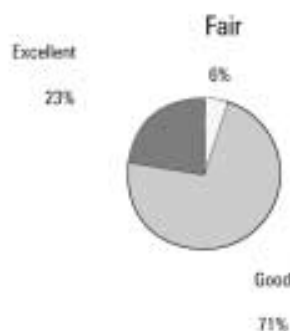
- More time for questions, HIV/AIDS and chronic policies in the work place, specific issues, in different countries in Africa case studies.
- HR response, global market/key events.
- Organizational change management.
- Strategic, training design, planning, testing, implementation, evaluation.
- Compensation challenges in Africa e.g. the availability of survey data.
- How to come up with manpower developmental programs, how to foster professionalism in African organisation.
- Best practices in core HR training/recruitment and compensation.
- There are companies that already adopt or see HR as a strategic element (mainly corporate) however the majority of institutions have got to make that plunge therefore enforcement reasons and how?
- HR scorecard in depth and practical application.
- Training and connection with the industry.
- Performance management, staff training initiatives, job evaluation and compensation structures.
- HIV/AIDS HR management at work educational institutions/industry linkages.
- Provide more opportunity to network with education.
- Staff retention programs strategies to motivate and retain workforce.
- Real skills gaps in each country, linked to the country strategies.
- Impact of HIV/AIDS in the workplace.
- Usefulness of training function to HR activities in any organisation.
- Self-development programmes in HR related areas and where one can get them.
- HR practice, practical experiences in Kenyan organisations challenges in public, private sector organisation.
- More concrete, strategies on how the multi-nationals, and the private sector link up with the Diaspora in placement joint venture schemes.

- Best practices sharing this in depth would have been good.
- EAP employee assistance programmes.
- Training, development.
- To have heard from Kenyan abroad networks from UK/US, to have had a presentation on training.
- Impact of HIV/AIDS on workforce & challenge to HR practitioners.
- All HR related functions, competency building, and developing HR strategic partnership.

How did you find the content of seminar programme?



How did you find the content of speakers presentation?

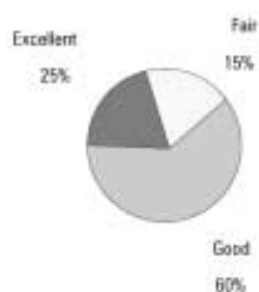


Additional comments

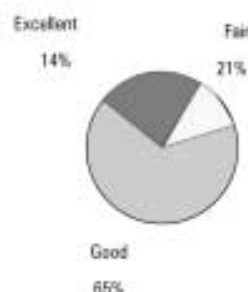
- Pitch seminar at strategic level, work on planning.
- It would be useful if the attendee contact details could be circulated.
- Technical organisation, stated objective of seminar versus actual execution did not meet expectations e.g. objective, speakers, topics not met.
- Misalignment with what I thought the conference was about and what it actually was about.
- The set pace should be maintained if not improved, these seminars are important especially in exchanging ideas and should be encouraged on a regular basis.
- Issue of HIV and what area it affects, how to tackle problem.
- The Standard Chartered Bank presentation was brilliant.
- It was a very interesting forum, we need more of these.
- We require regional forums for HR in Kenya.
- Good event overall with take home value.
- This is an important forum for HR practitioners; it should be used to form an HR professional body like others.
- Avoid promotion of specific products.
- Please keep to the advertised speaker, keep time, not value for money.
- Could organise training session e.g. psychometric testing, focus on the theme 'skills'.
- Long notice to would be participants should be done to enable adequate preparation of papers for presentation.
- Less marketing clips in the presentations and devote more time to discussing issues and agreeing action plans to resolve them.
- One of the most useful HR networking forums I have attended, should be an annual event, with a slot to follow up issues raised, this will enable member to assess the level of success/change that has taken place in their organisations and government.
- 21st century for HR professionals could we make this a reality by first ensuring the capacity of the HR professional, to deal with changing trends in managing people is up to the required levels.
- Excellent and keep them coming.
- Some sections not directly related to Diaspora.
- It is a good noble idea that would be nurtured to full maturity.
- Valuable forum to meet to discuss topical issues, very good for networking, getting to hear new idea and different ways of doing things.

- Talk more on the issues that affect HR
- Case studies can enrich the presentation and insight into the pressing issues of HR
- Brilliant idea as well as a framework to brain drain and more importantly HR networking

How did you find the venue?



How did you find the food?



98% of the respondents said they would like a similar event with a different theme next year.

Key Recommendations

- Very strong labour laws with particular emphasis on discriminatory recruitment legislation.
- Strong policies well coordinated to connect areas that are clearly inter-linked, e.g. education, training and labour market needs.
- Policy think tanks to interact with those involved at a practical level with the day-to-day challenges such as human resource personnel.
- Lifelong training with a system that incorporates incentives, standards and opportunities to be linked to performance and promotion.
- Transparency and Good Governance in Human Resources.
- Professional Human Resources management standards reflected at strategic and operational levels within organisations.
- Human Resource Personnel work with all managers on key competencies, job description, recruitment/selection and performance management process.
- Human resource personnel must be seen as architects not administrators and be given a higher profile in driving the productivity of the organisations.
- Regular Skills audit.
- Regular networking forums for human resources management personnel.
- Holistic recruitment strategy encompassing the global world – Africans inside Africa and Africans in the Diaspora.

Next Steps

Task	Who	When
Establish the framework for Africa Virtual Human Resource Forum	AfricaRecruit in partnership with Human Resource Personnel	May 2004
Employment and business on to political and development agendas	AfricaRecruit/International Labour Organisation /NEPAD/AU	On going
Global yet local recruitment strategy	Human Resource Personnel	On going
Adoption of best practices	Human Resource Personnel	On going
Adoption and application of HR policies that need good governance.	African governance	On going



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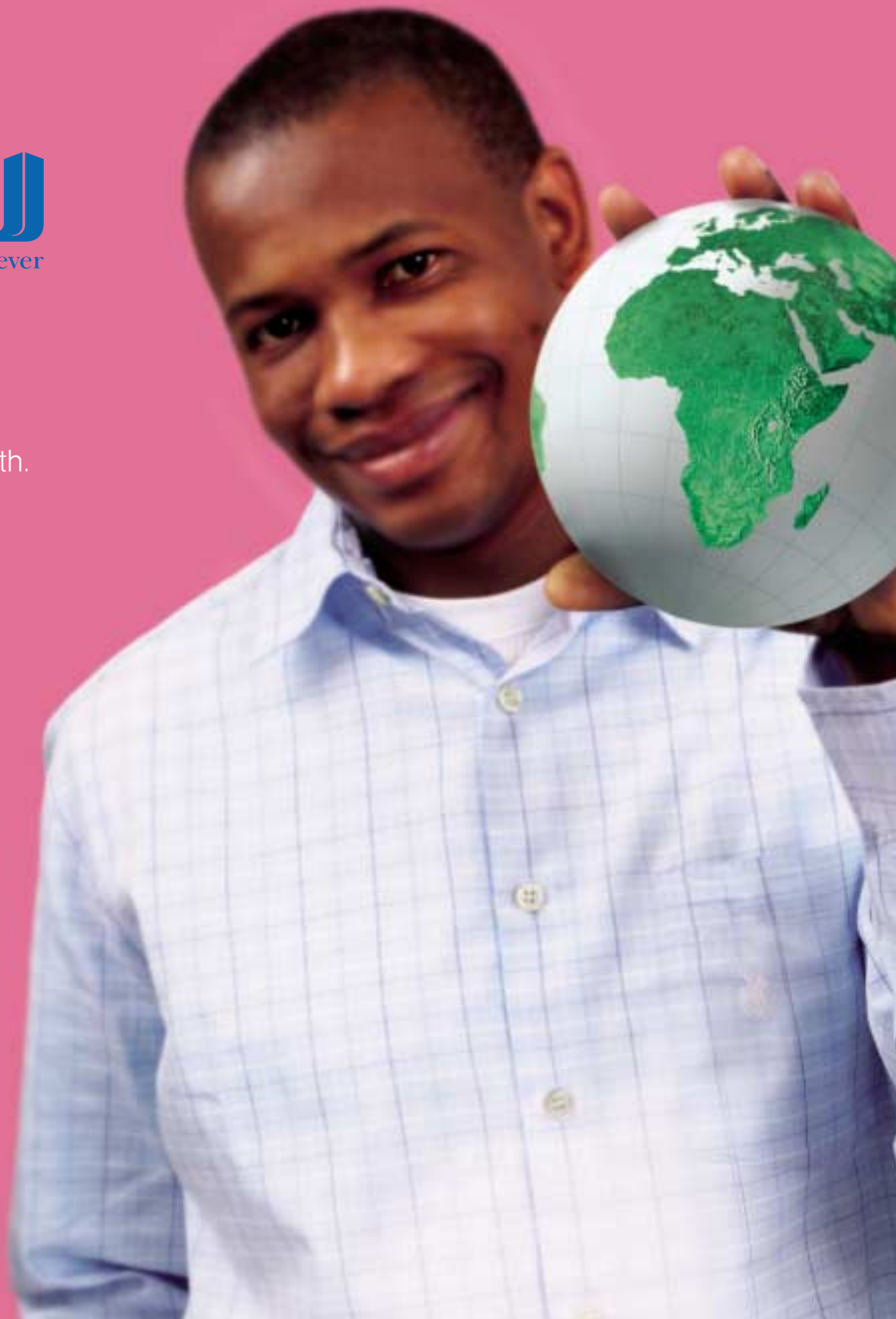
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